DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
102 MCNAIR DRIVE
FORT MONROE, VIRGINIA 23651-1047

REPLY TO
ATTENTION OF

ATCS-S

20 Sept 10

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: U.S. Army Training and Doctrine Command (TRADOC) Composite Risk Management (CRM) Integration Plan

1. The TRADOC CRM Integration Plan is approved for implementation.

2. Subject plan enclosed for your review and appropriate action is a key element of leader development and must be thoroughly integrated into military and civilian training.

3. Point of contact is Mr. Novak, TRADOC Safety, DSN 680-5924, (757) 788-5924, robert.novak1@us.army.mil.

Encl

JOHN E. STERLING, JR.
Lieutenant General, U.S. Army
Deputy Commanding General/
Chief of Staff

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    HQ TRADOC

U.S. Army Training and Doctrine Command (TRADOC) Composite Risk Management (CRM) Integration Plan (2010)

1. References:

    a. Army Regulation (AR) 350-1, Army Training and Leader Development, 18 Dec 09.

    b. Army Regulation (AR) 385-10, Army Safety Program, 23 May 2008; (RAR) 5 Aug 09.

    c. Field Manual (FM) 5-19, Composite Risk Management, 21 Aug 06.

    d. U.S. Army Training and Doctrine Command (TRADOC Composite Risk Management (CRM) Integration Plan (21 Dec 06)).

2. Purpose. Reference 1a above directs integration of CRM into all professional military education (PME) and Civilian Education System (CES) courses of instruction. This plan outlines the procedures and necessary actions to ensure the continuing integration of standardized, progressive and sequential CRM in all Army training and leader development. It defines roles and responsibilities, identifies specific initiatives, establishes timelines, and serves as the basis for resource allocations necessary to effect integration and sustainment. While many of the actions associated with CRM integration are complete or have begun, this plan serves to highlight existing gaps created by changes in institutional school alignment and changes in Army regulations. This document serves to document these actions and define the way ahead.

3. Background.

    a. CRM is the Army's primary decision-making process for identifying hazards and controlling risks across the full spectrum of Army missions, functions, operations, and activities. FM 5-19, <u>Composite Risk Management</u> defines CRM responsibilities and integration of CRM into the Military Decision Making Process (MDMP) and Troop Leading Procedures (TLP). CRM integration into all Army processes and operations will continue to be a major focus in Army training and leader development.

    b. The TRADOC CRM Integration Plan, 21 Dec 06 (reference 1e) outlined the schedule for developing, deploying, and initiating CRM training Army wide. The plan provided Soldiers formal CRM training at every level of their military schooling. Training and education solutions reflected CRM competencies at the Individual/Team, Tactical/Technical, Operational, and Strategic levels. Other key components of the overall integration effort included integration of CRM training into CES, development of Branch Specific CRM Training, Additional Duty Safety Officer Course, and Specialized CRM Training for Observer/Controllers at The National Training Center and The Joint Readiness Training Center.

    c. Recent changes in AR 350-1, Army Training and Leader Development, 18 Dec 2009, direct integration of progressive and sequential CRM training in all levels of PME and CES.

d.   Findings from TRADOC Quality Assurance Assessment visits and safety program evaluations indicate a need to relook initial integration attempt and refocus continuing CRM integration efforts.

e.   TRADOC is the Army's integrating agent for CRM into doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF). TRADOC Safety Office is the proponent for FM 5-19 Composite Risk Management.

f.   In coordination with TRADOC, the U.S. Army Combat Readiness/Safety Center (USACR/SC) has the responsibility to develop the processes, structure, and training necessary to implement CRM Armywide as well as develop and update progressive and sequential CRM training to meet the Army's CRM training needs.

4.   CRM integration Goals and Objectives. The overarching goal of CRM integration is to establish a cultural mindset where Soldiers, commanders, leaders and Army Civilian employees apply CRM to make sound risk decisions, balancing risk versus reward, to preserve lives and materiel in support of the Army mission. Specific objectives in terms of process and end product include:

a.   Achieve Standardization. Maintain a consistent standard while allowing schools the flexibility to meet their mission.

b.   Provide Progressive and Sequential Training. Progressive and sequential CRM training ensures that Soldiers, leaders, and civilian employees receive timely and relevant CRM training while building on existing knowledge and avoiding unnecessary repetition.

c.   Establish a Cultural Mindset. Establishing a cultural CRM mindset begins at initial military training, pre-commissioning/appointment, and new employee training; linking CRM, Troop Leading Procedures (TLP), Military Decision Making Process (MDMP), Army Values, Warrior Ethos, and the Soldier and Army Civilian Creeds. Integration of CRM principles and process into training, doctrine, and leader development will create and sustain a cultural CRM mindset.

d.   Focus on Holistic Aspect of Risk and the Contemporary Operating Environment (COE). Training will address application of CRM to asymmetric threats and the COE. CRM demands that leaders expand their thinking process to encompass all hazards, regardless of source or environment.

e.   Avoid Course/Contact Hours Growth. TRADOC's role in generating the force and supporting the war will not allow for additional course hours. Any new or revised training must be achieved within existing time constraints and incorporating CRM into MDMP/TLP to achieve a more streamlined curriculum.

f.   Leverage Resources Efficiently. Finite resources available to support the CRM integration initiative require maximum use or modification of existing training courses, development and use of multiple formats (resident, distance, blended, or exportable training), as well as partnering with other organizations and agencies to share costs and afford the best training.

5. Implementation.

    a. Scope and Effort. Course proponents will ensure CRM integration efforts encompass military and civilian training, education, leader development, specialty training, doctrine, policy, and system developments. Specialty training may be related to assignment, branch, or may be position specific (e.g., safety professionals, training developers, drill sergeants, observer-controllers, or commanders).

    b. Levels of Training will be consistent with the level of the course, individual responsibility, and/or level of experience. The four levels of CRM competency are identified as individual, tactical/technical, operational, and strategic. These competencies support the objective of providing progressive and sequential training throughout an individual's career – from managing personal and team risks (protecting myself and my teammates) to managing risks at the strategic level (application of CRM across DOTMLPF).

    c. CRM Integration Opportunities and Options.

        (1) Course proponents will review existing courses and training events to identify opportunities for optimal CRM application and integration. Solutions must support Army force generation and provide training opportunities to the Soldier, leader, and civilian worker through a mix of resident and distance learning (dL) opportunities. Where possible, training should be available as interactive multimedia instruction (IMI) courses or training support packages (TSP); eliminating the need for additional contact hours or course development at the local level.

        (2) Training developers will continue to format courses as TSPs for instructor use in face-to-face instruction. But where possible, courses will also be developed in an IMI format with a randomized evaluation and dL options should also be provided to allow schools increased flexibility in how to implement training.

    d. Gap Analysis of existing CRM training has provided the direction for CRM integration efforts. This gap analysis of the Army School System identified where CRM training was missing, lacking in progressive structure, or did not meet anticipated course objectives. The most significant gaps identified were across the spectrum of CES and in specialty training. Army Civilians filling supervisory and leadership positions require CRM training and education appropriate to their risk decision responsibilities. Specialty CRM training is required to prepare drill sergeants, training developers, observer-controllers, and others with CRM integration responsibilities to prepare them to recognize CRM integration opportunities that relate to their respective training and leadership development positions.

    e. Monitoring and Management of Progress and Effectiveness. Implementation and execution of CRM integration initiatives will be assessed and evaluated as part of the established inspection and assessment programs, to include Quality Assurance Assessments, TRADOC Safety Program Evaluations, and the Initial Military Training Evaluations. Students will also be surveyed to assess the adequacy of the CRM training provided.

6. Roles and Responsibilities.

    a. Initial Military Training.

        (1) Implement CRM training in IMT in support of this plan.

        (2) Review training to identify CRM integration opportunities.

        (3) Incorporate CRM integration measures into the IMT Quality Assurance Assessments and IET Quick Look Visits.

    b. U.S. Army Combined Arms Center (CAC).

        (1) Implement CRM training in leader development in support of this plan.

        (2) Identify opportunities and training development requirements to ensure progressive and sequential CRM training and leader development throughout military and civilian training and leader development.

        (3) Incorporate CRM integration measures into the command's Organization Inspection Program (OIP) and Quality Assurance (QA) Assessment Program.

        (4) Through the National Simulation Center's TRADOC Project Office (TPO) Gaming, assist the USACR/SC in training capabilities development and gaming technology.

    c. TRADOC G-3/5/7.

        (1) Publish and disseminate implementation instructions to TRADOC Centers of Excellence (CoEs) in support of actions and initiatives in support of this plan.

        (2) Ensure revision of critical task lists to reflect progressive and sequential knowledge, application, analysis, and synthesis skills relating to CRM.

    d. TRADOC Safety Office.

        (1) Serve as the Army's proponent for CRM training integration and doctrine.

        (2) Prepare and present CRM progress and status briefings to the senior leadership of TRADOC, USACR/SC, and other commands as requested.

        (3) Provide subject-matter expertise for CRM.

        (4) Review new or revised Army regulations, pamphlets, and field manuals to ensure appropriate integration of CRM.

        (5) Provide review and comment for CRM training integration into military and civilian training as well as leader development, to include review and comment of request for alternate training proposals from IMT/IET and CAC.

    e. U.S. Army Combat Readiness/Safety Center (USACR/SC).

        (1) Support TRADOC in developing CRM training and doctrine.

        (2) Provide training development support for CRM integration initiatives.

        (3) Provide subject matter expertise for CRM training and doctrine.

(4) Provide review and comment for appropriate integration of CRM into new or revised Army regulations, pamphlets, and field manuals.

f.   TRADOC Quality Assurance Office will incorporate CRM integration into the QA Assessment Program.

7.   CRM competencies and courses.

a.   CRM competencies include:

(1) Individual: Knowledge of CRM process and principles and how it applies to individuals and teams.

(2) Technical/Tactical: Application of CRM process and principles and how it applies to TLP, direct supervision and leadership, system maintenance and operation, Military Occupational Specialty/branch, and company-level command.

(3) Operational: Analysis of CRM process and principles and how it applies to battalion/ brigade command and staff operations and the MDMP.

(4) Strategic: Synthesis and evaluation of CRM and Safety in relation to DOTMLPF and shaping the safety and risk management culture within the Joint, Interagency, Intergovernmental, and Multi-national (JIIM).

b.   Schools may utilize alternate CRM integration solutions if approved by the Director, TRADOC Safety. Integrating CRM into existing training and education is encouraged as the preferred method of maximizing utility and avoiding course growth.

c.   The standard courses for the designated levels of PME and the CES courses are found in Appendix A of this plan. The following USACR/SC-developed CRM courses constitute the standard for Soldier, Non-commissioned Officer, Warrant Officer, and Officer training and leader development:

(1) TSP 153-R-1000, CRM for Individuals and Teams, will be completed during Basic Combat Training to provide fundamental knowledge of CRM.

(2) The online CRM Basic Course will be completed per AR 350-1 within 60 days of arrival at a Soldier's first duty station to reinforce knowledge and application. Units will be responsible for maintaining training certification of assigned personnel.

(3) CRM Branch Course performance-application IMI will be developed for and completed during Advanced Individual Training/One Station Unit Training (AIT/OSUT), Warrant Officer Basic Course, and Basic Officer Leader Course-B at the discretion of each branch/center based on mission and system-unique hazards. Captain's Career Courses (CCC) are expected to develop and utilize branch-specific modules that best meet the unique branch requirements. Commanders are also encouraged to use these courses as refresher training for their Soldiers. CRM Branch courseware is currently available for Air Defense Artillery, Armor, Aviation, Engineers, Infantry, Military Police, and Transportation. The USACR/SC has recently developed Level 3 IMI CRM branch courses in support of Ordnance, Signal, and Chemical Corps. Others will be developed and updated in the future.

(4) TSP 153-R-2000, CRM Tactical teaches application of CRM to TLP and will be completed during Warrior Leader Course, Basic Officer Leader Course-A, and Warrant Officer Candidate School.

(5) Commander's Safety Course teaches knowledge of Army Safety and application of CRM to company-level leadership. This course will be completed during Non-Commissioned Officer Education System (NCOES) Advanced Leader Course and Warrant Officer Advanced Course. The Commander's Safety Course will remain a pre-command requirement per AR 385-10.

(6) Captain's Career Course (CCC). The CAC-developed Lesson Plan 807-B121 will be used in support of Captain's Career Course to meet the unique needs of the commander and staff officer at this point in his or her career.

(7) TSP 153-R-3000, CRM Operational will be completed during NCOES Senior Leader Course, Warrant Officer Staff Course, and Intermediate Level Education. The online CRM Operational Course provides a dL alternative. CRM Operational focuses on analysis of CRM in support of the Operations Process and MDMP.

(8) CRM Strategic will be developed in support of the Sergeants Major Course, Warrant Officer Senior Staff Course, and Army War College. CRM Strategic will challenge senior leaders to synthesize and evaluate the power of CRM to shape culture through integration across DOTMLPF within the JIIM environment. This educational experience will consist of a professional reading followed by face-to-face discussion with a senior safety leader.

d.   The following USACR/SC-developed CRM courses constitute the standard for Army Civilian training and leader development:

(1) CRM Basic for Army Civilians online courseware will be completed per AR 350-1 within 60 days of employment. CRM Basic provides fundamental risk management knowledge for Army Civilian employees. Tracking and maintaining certification of completion is an organizational responsibility.

(2) Employee Safety Course online training should be completed by all Army employees during the Foundation Course. This course teaches employee rights and responsibilities regarding safety and accident/incident prevention per 29CFR1910.

(3) Supervisor's Safety Course online training will be completed during the CES Basic Course. This course is designed for Army Civilian leaders who exercise direct leadership to effectively lead and care for teams. It focuses on the application of CRM to reduce the risk of accidents/incidents in the workplace, avoid lost work days and support the Army mission.

(4) Manager's Safety Course online training will be completed during the CES Intermediate Course. This course focuses on manager and leader-level analysis of CRM integration in support of organizational responsibilities.

(5) TSP 153-R-3000, Operational CRM will be completed during the Civilian Advanced Course. The online CRM Operational Course provides a distance learning alternative. CRM Operational focuses on the analysis of CRM in support of the Operations Process and Military Decision Making Process.

(6) CRM Strategic will support the CES Continuing Education for Senior Leaders (CESL) Course. CRM Strategic will challenge senior leaders to synthesize and evaluate the power of CRM to shape culture through integration across DOTMLPF within the JIIM. This educational experience will consist of pre-course strategic reading with a follow-on presentation and discussion with a senior safety leader.

e. Continued Enhancement. CRM training packages and instructional products will be reviewed on a regular basis. As conditions change, the Director, TRADOC Safety will coordinate with the USACR/SC to improve CRM training and educational products.

f. Specialized CRM training products such as the Accident Avoidance Course (for Army Drivers) and the Additional Duty Safety Officer's Course (for ADSOs) shall continue to be used in accordance with current directives. Training programs currently under development and in future development by the USACRC/SC and supported by the Combined Arms Center, will be used in order to meet the requirements of AR 385-10 and 29 CFR 1960 for specific job requirements.

8. Program/Systems Integration. As part of the CRM integration efforts, the all TRADOC schools and activities will review and assess opportunities for integrating CRM into existing and future programs and systems. Integration efforts will include gaming and simulations, as well as combat developments. Gaming and simulations provide opportunities to integrate CRM and to measure, as well as evaluate, the value and effectiveness of risk mitigation. Opportunities include gaming systems, such as "America's Army", "Future Soldier Training Systems", as well as simulations such as "Convoy Skills Engagement Trainer" and the "EST 2000".

9. Priorities and Timelines for Execution. Priorities and estimated timelines for execution of specified actions and initiatives contained in this plan are contained in Appendix B.

APPENDIX A
CRM Training Integration in the Army Training Systems

	GRADE	INDIVIDUAL	TECHNICAL/TACTICAL		OPERATIONAL	STRATEGIC
			Common Core	Branch-Specific		
OES						
BOLC-A	OC/Cadet		2000/TSP			
BOLC-B	O1			Branch Spec./dL		
CCC	O3		807-B121/LP			
Unit PCC			Commander's Safety Course/dL			
ILE	O4				3000/TSP/dL	
AWC/NWC	O5/O6					SLT/Conference
OES (Warrant)						
WOCS	WOC		2000/TSP			
WOBC	WO1			Branch Spec./dL		
WOAC	CW2-3		Commander's Safety Course/dL			
WOSC	CW3-4				3000/TSP/dL	
WOSSC	CW4-5					SLT/Conference
Soldier/NCOES						
BCT	E1-3	1000/TSP/IMI				
AIT/OSUT	E1-3			Branch Spec./dL		
WLC	E4-5		2000/TSP			
ALC	E5-6		Commander's Safety Course/dL			
SLC	E7				3000/TSP/dL	
SMC	E8-9					SLT/Conference
Civilian						
Foundation	All New Hires	Employee Safety Course/dL				
Basic	GS 5-7		Supervisor Safety Course/dL			
Intermediate	GS 11-13			Manager Safety Course/dL		
Advanced	GS 12-14				3000/TSP/dL	
SSC	GS 14-15					SLT/Conference

* CRM for Strategic Leaders and Thinkers (SLT) = A treatise designed to provoke strategic dialog on application and adaptation.

* Distance Learning (dL) = An interactive on-line learning program, designed to allow maximum flexibility for the individual.

* Interactive Multimedia Instruction (IMI) = interactive multimedia instruction which may be facilitated by an instructor in the classroom.

* Lesson Plan(LP) = The detailed blueprint for presenting training by an instructor or small group leader (SGL). Provides standardization.

* Training Support Package (TSP) = A support package designed for instructor led classroom training.

APPENDIX B

Priorities and Timelines for Execution of Continued CRM Integration

PME CRM Training Product

	TARGET	PRODUCT	STATUS	DEVELOPMENT PRIORITY	UPDATE PRIORITY
OES					
BOLC-A	OC/Cadet	2,000/TSP	TSP developed 2007. Fully implemented	1. Develop DVD-based IMI by end 2011.	1. Update TSP by end 2010.
BOLC-B	O1	Branch Spec./dL/IMI	AD, AR, AV, EN, IN, MP, and TC Level 1 IMI developed 2007. CM, OD, and SC Level 3 IMI developed FEB 2010. Remaining branches not developed. Not fully implemented	4. Develop FA, MI, and Airborne Ops by end 2011; QM Aerial Delivery/Field Service and QM Joint Culinary by end 2012; QM Log Warrior and QM Mortuary by end 2013; and QM Petroleum and Water by end of 2014	2. Update AV and TC by end 2010. Update AD, AR, AV, EN, IN, and MP by end 2013.
Unit PCC	O3	Commander's Safety Course	Implemented	Developed	6. Update dL by end 2012.
Captains Career Course	O3	CAC LP #807-B121	Implemented	Developed	As requested
ILE	O4	3000/TSP/dL	Implemented	Developed	4. Update TSP by end 2011. Update dL by end 2012.
AWC/NWC	O5/O6	CRM Strategic	Treatise developed 2007. Not fully implemented	2. Develop joint military strategic leader CRM course by end of 2010.	5. Update treatise by end 2010.
OES (Warrant)					
WOCS	WOC	2,000/TSP	Implemented	See above	See above
WOBC	WO1	Branch Spec. dL/IMI	Not fully implemented	See above	See above
WOAC	CW2-3	Commander's Safety Course	Implemented	See above	See above
WOSC	CW3-4	3000/TSP/dL	Implemented	See above	See above
WOSSC	CW4-5	CRM Strategic	Implemented	See above	See above
Soldier/NCOES					
BCT	E1-3	1000/TSP/IMI	TSP developed and implemented 2007.	3. Develop new DVD-based IMI by end of 2011.	3. Update TSP by end 2010.
AIT/OSUT	E1-3	Branch Spec./dL	Not fully implemented	See above	See above
WLC	E4-5	2000/TSP/dL	Implemented	See above	See above
ALC	E5-6	Commander's Safety Course	Implemented	See above	See above
SLC	E7	3000/TSP/dL	Implemented	See above	See above
SMC	E8-9	CRM Strategic	Implemented	See above	See above

* PME and CES developmental and update priorities are separate
* Completion dates are goals

APPENDIX B

Priorities and Timelines for Execution of Continued CRM Integration

CES CRM Training Product

	GRADE	PRODUCT	STATUS	Development Priority	Update Priority
Civilian					
New Employee Orientation	All New Hires	CRM Basic Civilian Course/dL	dL developed; updated 2009; implemented per AR 350-1	Developed	6. Update dL by end 2013
Foundation	All New Hires	Employee Safety Course	dL developed; update in process; not implemented	Developed	3. Update dL by end 2013.
Basic	GS 5-7	Supervisor's Safety Course	dL developed; update in process; not implemented	Developed	2. Update dL by end 2013.
Intermediate	GS 11-13	Manager's Safety Course	dL developed; update in process; not implemented	Developed	1. Update dL by end 2013
Advanced	GS 12-14	3000/TSP/dL	dL developed; updated in 2009; not implemented	2. Develop new dL (civilian version) by end of 2012.	4. Update TSP by end 2011.
CESL	GS 14-15	CRM Strategic	Treatise developed; not implemented	1. Develop DoD Civilian strategic leader CRM course by end of 2011.	5. Update treatise by end 2010.

* PME and CES developmental and update priorities are separate
* Completion dates are goals